

GOLD COMMUNICATION, REPLICATION, AND FEEDBACK SYSTEMS PROGRAM

Final Report

I. GOLD Communications Assistance Context

Legal Context

With the signing of Republic Act 7160 also known as Local Government Code of 1991, the legal and administrative basis for democratic, decentralized governance was set in place. The primary legal framework for Communication programs and initiatives of local governments is expressed in Article II, Section 24 of the 1987 Constitution which provides, *“the state recognizes the vital role of communication and information in nation building.”* Presidential Proclamation No. 673 likewise mandates government entities to respect and provide for the protection of the right of citizens to information. In the course of decentralization, provisions of Section 17 of and Rule XVIII, Article 122, Section (p) of the IRR of RA 7160 define for local government units (LGU) their responsibility to inform their constituents, and identify the qualifications, powers, and duties of the LGU information officer. This appointive position in the municipal, city, and provincial LGUs is mandated to *“formulate measures...in providing information and research data required for the delivery of basic services and provision of adequate facilities so that the public becomes aware of said services and may fully avail of the same.”*

Despite visible and potent evidence of change, the GOLD project assistance became timely because several factors threatened to slow down or reverse the momentum of decentralization and democratization. Many LGUs were difficult to mobilize because of a shortage in “Code consciousness”—they were still not fully aware of the various provisions of the Code and the opportunities they offer for local governance. The general public and its chief ally, the media, was not as enthusiastic about decentralization and democratization as a concern, as much as they was taken to stories focusing on the negative but dramatic value such as corruption.

LGU Practice Before GOLD

Despite the legal and policy framework for local autonomy related to communications, the Department of Interior and Local Government and the Department of Budget and Management budget utilization circulars were not explicit on the local government use of funds for communication and information purposes. As a result, many LGUs particularly those facing financial constraints, gave the provision of information services to their constituents the least priority. Because of lack of emphasis and budgetary support, communication efforts of LGUs in implementing programs were predictably dissipated, disorganized, and fragmented. In most cases, local chief executives simply designated a staff in an existing department to handle communications work as the need arose, instead of appointing regular, full-time information officers.

The organizational structure of the LGU communication network at the time they were selected as project sites were either formal or informal. The formal communication structures were the type of offices attached to the main LGU structure as in the case of the Public Affairs and Information Assistance Division (PAIAD)-Office of the Governor,

manned by Community Affairs Officers doubling as Information Officers. Some provinces simply had one Provincial Information Officer under the Office of the Governor. Cities and municipalities had their City or Municipal Information Offices. Other project sites like Nueva Vizcaya and Cotabato had full-blown units for print, broadcast, and multi-media productions, working independently or in collaboration with national agencies such as the Office of the Press Secretary (OPS)-Public Information Agency (PIA). In LGUs where communication work was given out as an informal assignment, the heads of line departments selected among their staff one who would act as information officer as the need arose, but whose regular department work would usually take precedence.

In a situation where the Local Government Code and relevant regulations made it optional for local government to appoint an information officer or to create a unit or office that will provide information services, the challenge to communications technical assistance was both complex and dynamic. Because of absence of a clear mandate on their communication functions, project sites often lacked the capability to properly mount communications and social marketing campaigns. Those designated as information officers often carried out other responsibilities and devoted little time to actual communications work. This underscored the need for technical assistance

II. GOLD Communications Support Program

Technical assistance in capability-building for LGUs to plan and implement communications programs began to intensify in the first quarter of 1997 and peaked during the extension phase. By then, the communication challenge had gone beyond popularization of the Code and its provisions. Aggressive and visionary LGUs which showed initiative and pioneering action in solving problems at their level were commended by award-giving bodies, both local and international. Thus, communicating good practices and evidence of success was as important as popularizing the Code.

Objectives and Approach

The GOLD Communications Program aimed to support initiatives to develop appropriate communication systems for information sharing by local governments among them and with the local government leagues, with NGOs and NGO networks, and with national government agencies involved in the implementation of the Local Government Code. Specifically, the assistance was needed to build the capabilities of project sites to communicate to their constituents, especially the working models of improved LGU operations, and to generate feedback from constituents.

The GOLD Communications program approach and processes consisted of:

- 1) Direct technical assistance in communications to LGUs, academic and research institutions, government, and multisectoral organizations led by government agencies;
- 2) Communications support to other technical programs of the GOLD project;
- 3) Development of effective models in project sites for generating feedback from constituents that other LGUs can replicate; and
- 4) Creation and support for mechanisms for information sharing beyond the GOLD project such as the creation of a web site.

The GOLD project targeted resources to document the processes and organizational development that took place in project sites. Communicating particular modalities for participation, particular projects, issues, and relevant events to communities--so they could respond in the manner desired—was a key challenge to the GOLD project communications work. There was also the need to provide avenues for constant dialogue between communities and LGUs where communities can give feedback to LGUs more freely, and LGUs can respond to their constituents with transparency and accountability. Still another challenge was setting up a mechanism to sustain the information sharing beyond the GOLD project.

Direct Technical Assistance in Communications

Communication support projects directly tied to activities of GOLD programs were initiated and successfully launched in project sites. Provincial and municipal information officers, technical working group members, NGO partners, media professionals, representatives from academic and research institutions, government agencies (e.g. National Economic and Development Authority or NEDA), and multisectoral organizations led by a government-agency (e.g., NEDA-led Project Development Assistance Centers) were convened in **Communication Strategy Workshops**. The outputs of these workshops included: 1) identification of priority GOLD program-related issues and concerns requiring communications support; 2) inventory of communications skills and expertise of participants; and 3) inventory of communication media and activities managed by participants. Following strategy sessions in selected GOLD sites, technical working groups on communications were organized and mandated through an Executive Order from the local chief executive of each pilot site.

To effectively launch and sustain their communication programs, selected GOLD sites were given, upon request, additional technical assistance in very specific skills in the field of communications. This included capability-building workshops for communications practitioners within the LGU on photojournalism and audio-visual production particularly the **Seminar-Workshop on Audio-Visual Production**.

To create an appropriate medium for sharing information on the processes and outputs of the barangay planning and budgeting workshops, especially between participants and the rest of the community, the **Balitang Barangay Workshop** was designed and conducted to train participants in conceptualizing and producing one-page, copy-ready flyers in one-hour. Through the flyers, the participants are able to translate technical language, and their experience and insights into language and symbols which the community can understand thus, makes the information faster to disseminate.

To assist project sites in selecting projects, activities, and processes which should be documented as their best practices in local governance, the **Workshop on Defining and Communicating Best Practices** was conducted in pilot sites. The outputs of the workshop are intended to provide other LGUs and interested sectors within and outside the project site models or standard of local government performance, and to support the information sharing, sustainability, and replication activities of GOLD programs. The workshop design provides a framework for defining the criteria for Best Practice through a transparent and participatory process.

In the main, direct technical assistance in communications extended to local governments, their partner nongovernmental organizations (NGOs), and government agencies working in the GOLD sites took the form of capability-building in implementing social marketing campaigns. Through the ***Social Marketing Planning and Design Workshop***, LGUs and their partners were trained to promote LGU programs. Examples of these initiatives included campaigns on user fees for services in public hospitals, popularizing various environment programs, and mobilizing public support for LGU service improvement programs.

Communications Support to Other Technical Programs of the GOLD Project

Communications support to other GOLD project technical programs was provided through: 1) packaging and marketing of key processes, innovative technology, and practices developed by LGUs, and initiatives they had taken which accounted for effective local governance; and 2) training in planning and launching communication campaigns using the social marketing framework.

Training in planning and launching communication campaigns. Training in social marketing to support other GOLD project programs was instrumental in helping LGUs define new ways of communicating with their constituents – whether in relation to priority programs and projects, new areas of LGU operations, or specific behaviors that LGUs are promoting among the citizenry. Because this aspect of communications work of the project was directly in relation to other technical programs, consultants involved in the technical programs took on the work of following through the implementation of the communication plan drafted by the LGU during the social marketing workshops. This approach was also practical because consultants of technical programs were highly familiar with and working on the ground in LGUs where communications support activities were pursued and citizen feedback mechanisms were set up.

Abstracting, packaging and marketing lessons and key processes. Support to the communication needs of other technical programs was provided in abstracting promising models for “communicating with constituents” and making them available to other LGUs and interested sectors for replication.

At the start, the Communications Unit publications work centered largely on the production of the project’s major policy outputs under the ***GOLD Occasional Papers*** series. The Communications Unit also assisted in the preparation and publication of other materials for specific technical programs, such as the ***Tree Farming Guidebook*** for the Environment Program. Other technical materials were produced on the request of the GOLD programs, usually as a means of making technical information more available among users within the LGUs participating in the technical programs.

The need for materials to complement the efforts of project technical consultants increased. At the same time, technical assistance initiatives were ready to extract and abstract lessons and models of new ways of getting things done for replication in other LGUs. Publications work of the Communications Unit significantly expanded into full-scale desk-top publications operations, especially in the project extension phase. Other technical materials continued to be designed and produced on the request of the GOLD technical programs. These materials included the ***Primer on Project Packaging and Financing for LGUs*** which was designed for the USAID-funded Coordinating Council

for Private Sector Participation as a way of providing communications support to the Development Investment Program in particular and the GOLD project in general.

While the production of technical materials remained the principal responsibility of the technical programs, the Communications program actively assisted the technical programs in generating materials for packaging into appropriate forms to suit the needs of intended end-users of these materials. Thus, the series of **Local Governance Technical Notes** was launched as a publication specially designed not only to complement the work of the consultant pool moving around the different project sites but also to market the initiatives of GOLD sites and promote action to replicate them in other LGUs. The series was intended to serve as a reference document addressed primarily to technical staff and officers of local governments, providing technical information around specific tasks LGUs are expected to undertake within the different GOLD technical programs.

Development of Effective Models for Generating Citizens-to-LGU Feedback

The development of pilot [citizen's monitoring and feedback mechanism \(CMFM\)](#) was facilitated to generate lessons and standards on how the right information from the citizenry can be made available at the right time to the LGU so that the latter can take the needed corrective action properly and with dispatch. And to the degree that the pilots allowed, initiatives in setting up citizen feedback mechanisms were tied to the indicators work of the project. The pilot CMFM were selected in project sites with demonstrated best practices, people's organizations and NGOs which are actively participating in local governance concerns; strong LGU support; and strong NGO-PO-LGU partnership. There were two types: institution-based CMFM ; and b) community-based CMFM. Support was extended to help fast-track the development of effective models that can then be replicated in other LGUs. Consensus-building activities with citizens of the selected sites were conducted to put in place a participatory process that will contribute to transparency and sustainability.

Creation of Mechanisms for Information Sharing Beyond the GOLD Project

In January 2001, the GOLD project launched the [Local Governance Network](#) or [LOGOnet](#) web site in the presence of local government officials, heads of partner organizations, and representatives from the donor community. A Memorandum of Agreement was signed by representatives of the LOGOnet Management Committee and the sponsors. USAID and ARD, Inc. signed as witnesses.

The LOGOnet serves as a mechanism for integrating the work of different local governance implementing entities. With the expected increase in the use of information technology by local governments, it can be a powerful way of disseminating best practices beyond the GOLD project.

II. A. SOCIAL MARKETING LOCAL GOVERNMENT PROGRAMS: GOLD Social Marketing Assistance Approach and Process

In the first quarter of 1997, GOLD sites where communications strategy workshops were held identified training in social marketing techniques and research as an essential component of the communications support needed to implement priority GOLD program-related issues and concerns. Thus, the Social Marketing Planning and Design Workshop was conducted in every GOLD site which requested for this type of assistance to implement specific GOLD programs. In all instances, social marketing training was provided to complement other technical programs that dictated the content and coverage of the social marketing campaigns designed.

Pre-workshop activities involved identifying the target markets and determining the level of knowledge, attitudes, and practices (KAP) of each about the LGU project. Part of the training was to get the LGU oriented towards treating the LGU project as a “social product” which the LGU must promote or “market” to the stakeholders at its various stages of implementation to ensure success. As part of technical assistance, the GOLD communications specialists provided orientation on rapid market research, triangulation, and survey tools such as interview guides which the LGU used to scientifically determine each target market’s KAP. The results of the preliminary market research provided significant input in the actual conduct of the Social Marketing Planning and Design Workshop.

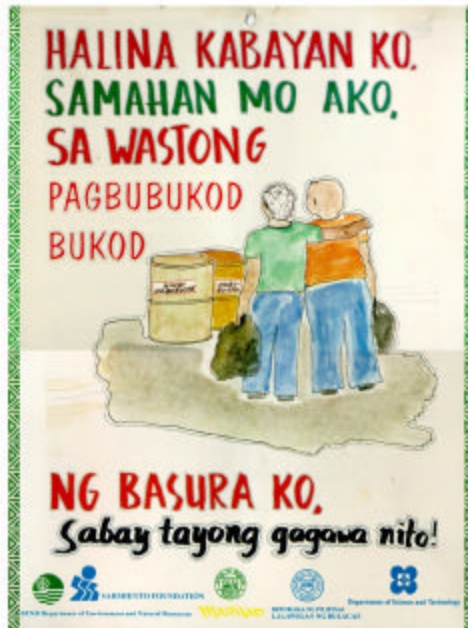
The Social Marketing Planning and Design Workshop produced these major outputs:

- 1) Clear, detailed definition of the social product;
- 2) Specific target market(s);
- 3) Definition of the KAP of each target market;
- 4) Specific target market motivations and positioning of the social product to address target market motivations;
- 5) Social marketing campaign objectives;
- 6) Communication channels that can effectively reach the target market;
- 7) Creative execution strategies including attention-getting, authentic banner messages, symbols, and images to express the social product positioning, appropriate to the communication channels selected;
- 8) Promotional activities;
- 9) Social marketing plan including communication campaign phases, timeframe, and institutional support needed; and
- 10) Feedback and monitoring plans to determine accomplishment of social marketing campaign objectives.

After the workshop, the LGUs made final executions of draft designs of communication materials such as posters, stickers, jingles, and brochures produced during the workshop. Draft storyboards conceptualized during the workshop were refined and produced for radio broadcasts or audio-visual presentations.

Annex 1

GALLERY OF SELECTED DESIGNS FOR PRINTED MATERIALS MASS PRODUCED AND DISTRIBUTED AT SOCIAL MARKETING LAUNCHING Social Marketing Planning and Design Workshop Outputs



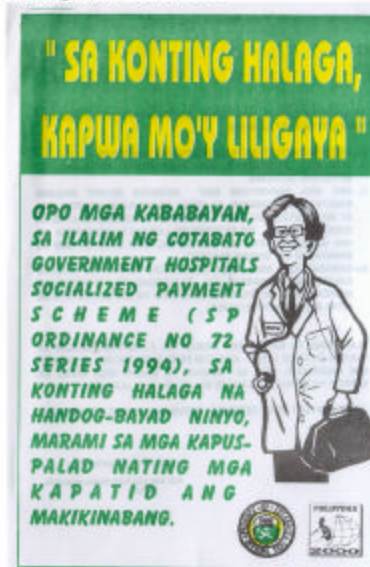
Solid Waste Management Poster-Calendar
Marilao, Bulacan



Environmental Management Poster
Sarangani Province



Solid Waste Management Poster
Negros Oriental Province



Public Hospital Poster-Flyer
Cotabato Province

Annex 2

Directory of Consultants and Firms Involved

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II. B. *DESIGNING AND EXECUTING COMMUNICATION MATERIALS: The Experience of the Local Governance Technical Notes Series*

The single biggest challenge for communication materials is to be able to effectively get messages to the targeted audiences. And while this is among the first lessons that communications people learn in school, it is a lesson that most of the seasoned communications people continue to fully appreciate and master well into the full flowering of their professional practice.

This piece is the story of how the Governance and Local Democracy (GOLD) Project has struggled with this fundamental lesson in communications in order to design, produce and make available communications materials that will help local governments learn from and replicate the emerging models generated by those local governments that directly participated in the GOLD Project. Specifically, it shall discuss the conceptualization and development of the Local Governance Technical Notes series.

Deciding on the Purposes Communication Materials are Expected to Serve

With the devolution of the mandate to deliver basic services to local governments, local chief executives (LCEs) have been challenged to break away from narrowly confined sectoral visions that have often characterized national government service delivery mechanisms. Each local government unit deals with a unique set of socioeconomic and environmental concerns, and thus there is clearly the potential for generating an infinite regress of responsive service delivery mechanisms that are participatory. While the mandates for particular local government types (ie, provinces, municipalities, cities and barangays) remain clearly defined in Section 17 of Republic Act 7160 or the Local Government Code, there is no one “pre-determined” way in which these services are to be delivered. The ways in which these services are actually provided by local governments are limited only by the creativity of local governments working within the limits imposed by available resources and the urgency with which responses are needed.

At the same time, as local governments continue to figure out the best mechanisms for participatory service delivery within their respective local government units, they still remain bound to measure up to the technical standards set for service delivery within each of the devolved areas. For many local governments, there is still a heavy reliance on the devolved technical personnel to keep the LGU apprised of and updated on these technical standards.

Thus, the challenge to the GOLD Project was to design effective communications materials that would make available to local governments the information to be able to replicate wholly, or in part, the emerging models of responsive and participative mechanisms of providing services and performing functions based on the experiences of those local governments that had been participating in the Project. As handy reference materials for local governments, the materials needed to meet the following characteristics:

- First, the materials had to be focused on a particular technical arena, as this would allow for the discussion of the technical standards LGUs are expected to live up to.
- Second, even as the focus would be on a technical arena, the materials needed to be able to capture the processes employed for planning, implementing and monitoring and evaluating the technical interventions by the GOLD site LGUs with their citizens in a highly participative and consensus-driven manner. This would allow for other LGUs to have the flexibility of replicating the entire process en toto or by merely taking a few critical steps and graft these onto other preferred processes on stream in their LGUs.
- Thirdly, the materials would popularize actual working models of “new ways of doing things” as spearheaded by GOLD site LGUs, and hopefully inspire other similarly placed LGUs to follow in their lead.
- Fourthly, the materials would provide technical information in a user-friendly format to serve as a handy reference for local chief executives who now have to be generalists in their practice of participatory local governance. At the same time, they would have to meet the need of technical staff of LGUs for information and updates in their specific fields.
- And lastly, the materials could be generated using a process that would not take too much time of technical consultants away from their field programs with LGUs.

Deciding on the Audience

Given the above considerations, three groups that have to work together at the local government level were identified as the principal audience of the communications material being designed. These were the same three groups that were critical for the successful implementation of the emerging models of GOLD site LGU initiatives in the different technical fields. These three groups, as well as their concerns, are as follows:

- *Technical staff of the LGUs.* For LGU technical staff, the principal concerns would be access to information on technically-correct working models of “new ways of doing things”. The materials would have to provide information on simpler yet just as effective, if not more, approaches to carrying out the mandates of local governments. These approaches would discuss and showcase demonstrated participatory and responsive ways that allow local governments to achieve greater effectiveness and efficiencies in work that they are already doing, to increase the effectiveness of what they have been doing by allowing them access to more updated technical discussions and approaches, and to begin to address mandates that they may have been previously struggling with.
- *Local chief executives.* For local chief executives, the principal concern would be getting the requisite information so that decisions on the courses of action they would push for their local governments would be one that would combine the technical correctness of certain approaches and what was politically doable as well.
- *Civil society groups.* For civil society groups, the principal concern is information on both the technical correctness of services local governments are delivering, as well

as how citizens and organized groups are able to meaningfully participate in the business of local governance.

In addition to understanding these three distinct audiences and their principal concerns, the material had to be sensitive to the dynamics of how these three groups actually relate on the ground.

In many instances, technical staff view local chief executives as lacking a full understanding of the technical character of the mandates of local governments. This is especially true for highly technical fields like health, agriculture, local government finance and taxation, watershed and solid waste management, among others. For their part, local chief executives feel that technical staff have conveniently boxed themselves into their fields of specialization and thus are less open to more inter-disciplinary and cost-efficient approaches to service delivery. And between the local governments and the citizenry, while mutual distrust no longer seems to be the problem, there continues to be the need for ways of devising mutually acceptable modes of operationalizing meaningful citizen's participation in local governance operations.

Given these interests and concerns of the intended audiences, it was decided to position the Local Government Technical Notes series as a simple, readable and handy reference for information in specific technical fields to serve as the keys to “doable” actions for improving participatory local governance. “Doability” would mean that specific actions for adoption and application would be possible after reading one issue of the series. These “doable specific actions” would also at the same time impart technical information in a manner that can be used to improve local government performance and at the same time build and strengthen citizen participation and stakeholdership in local governance operations.

Deciding on the Formats

Given the various concerns of the critical audience groups, as well as the relations between and among these groups on the ground, the *Local Governance Technical Notes* series was conceptualized ([See Annex A](#)).

The *Local Governance Technical Notes* series, a publication of the Governance and Local Democracy (GOLD) Project, was principally intended for use by technical officers and staff of LGUs and local NGOs. The technical notes series has been sent to LGUs (LCEs, technical officers and staff), Leagues of LGUs, key NGO partners of LGUs, and local institutions (such as, but not limited to, Institutes of Local Government Administration and Centers for Local Governance).

The Technical Notes series intends to provide technical information on the various LGU initiatives that have been assisted by the GOLD Project. Each issue of the Technical Notes series has been designed to provide technical information on a specific task that LGUs are expected to take within the various technical fields. The specific task that each issue addresses is really part of a larger more comprehensive initiative at the local government level. When collected into a compendium within a technical field, the Technical Notes series provides its readers with the information needed to undertake a comprehensive chunk of local government mandates. At the same time, individual titles within the series will also allow readers the flexibility of taking specific issues apart from

the entire series and “grafting” the information onto processes that may already be on-going in their local governments if they see this as appropriate (For a listing of the Technical Notes issue titles, [see Annex B](#)).

Because the Local Governance Technical Notes is a series of individual issues, all issues have followed a single format, with the following segments: Central Challenge to LGUs, Policy and Practice, Technology, and LGU Action Agenda ([See Annex C](#)).

Central Challenge to Local Governments. This section of the Technical Notes issue tackles why it is important for a local government to take action in the specific task that the issue is focused on. The section intends to anchor the issue in terms of the current practices of local governments and how improvements in this particular task can reap benefits for participatory governance in their local governments.

Enabling Framework. This short section of the Technical Notes provides the readers with information on the pertinent laws and legislation and other administrative issuances that serve as the legal bases for local governments to take action in the particular field on which the issue is focused. Where appropriate this section also features local legislation and resolutions that have been passed by selected local governments to serve as the enabling framework for local initiative.

Practices that are Working. This section of the Technical Notes describes the actual case of a local government that is implementing the technology that is discussed in greater detail in the same issue. This description of how one local government struggled with a “new way of doing things” serves as testimony to the workability of the technology that the issue features. The stories of local governments are likewise candid about the difficulties that local governments have had to overcome to get to how they now go about carrying out their functions.

Technology. This section of the Technical Notes provides the concepts and processes that underlie how readers can pursue improved ways of taking on the task that is featured in the issue. How concepts and processes described string into other standard procedures of local governments are likewise discussed in this section.

LGU Action Area. This section of the Technical Notes challenges readers to take the first step of introducing change by suggesting doable actions that will allow them to take their new found understanding of the information provided in the issue a bit further. This section provides a variety of options for readers to contact people for more information, selected references they can seek out and – What can one local government initiate with the new-found understanding of new bits of information?

Thus, the Technical Notes series extracts the lessons that have been learned from GOLD technical assistance programs and abstracts these into a “digestible” format for immediate LGUs application and action. In the intermediate- and long-term, it is hoped that the Technical Notes series will contribute to the adaptation of these proven, and functioning, GOLD LGU initiatives in other LGUs throughout the country.

Each issue of the Local Governance Technical Notes is a one-page spread (11” x 17”) and is written up in user-friendly language, supported with graphics, pictures, and actual samples of outputs from local governments that have actually applied the technology presented in the issue. All issues would have information that readers need to get more

information on the technology, to connect directly with other LGUs that have experience in both the technology being discussed as well as other approaches that may have just as successfully been applied.

Deciding on the Production Process

The initial difficulty of getting the Technical Notes series up and running was resistance by the GOLD Project technical programs themselves. Their biggest resistance was to the seemingly “fragmented approach” of the publications series to the technical subject matter. Moreso in consideration of the fairly “comprehensive” approach taken in the actual delivery of technical assistance to local governments under the GOLD Project.

In order to address this, meetings were held with each of the technical programs of the Project to clarify the utility of the Technical Notes series in the expansion phase of the Project. The Technical Notes series could serve as a handy tool for the documentation of the emerging models developed with the various GOLD LGUs and certainly instrumental in the replication of these models in other LGUs. Doing a comprehensive planning of the issues for each technical program allowed the programs to dictate the content of the various issues and insure that their concern for fragmentation would be effectively addressed. At the time of the conceptualization of the Technical Notes series, the “emerging models” in each of the technical programs were in varying stages of development, with some programs more ready to talk about what issues they felt were appropriate for development. This is clearly gleaned from the listing of the titles in the series.

The other principal difficulty was the concern expressed by the managers of technical programs that the persons most qualified to write the drafts for the Technical Notes issues would be the technical consultants themselves. The common fear was the time that the production of Technical Notes would take time away from the actual work of consultants with LGUs in the field.

In order to address this, a production process was designed to keep the involvement of the senior technical consultants to a minimum and thus allow them to keep the greater bulk of their consulting time with LGUs in the field. The production process had to be broken up into several steps that would allow the issues to get written, edited and produced in a manner that did not compromise the technical correctness of each issue. Each of these steps is discussed in greater detail below.

Step 1: Reference Template. The first step in the production process is the filling up of a reference template ([See Annex D](#)). This template was a series of questions which when completed would provide all the information needed to write up a draft of the issue according to the standard format of the Technical Notes as conceptualized. The technical programs then identify the appropriate senior technical consultant to fill out the template. The instruction sheet accompanying each reference template is clear: emphasis on bullet statements, ease of hand-written submissions, and a request for contact information, should there be a need for clarification by the writer assigned to generate the first draft of the issue. The technical consultants are also provided with the complete list of issues planned for all the issues within the same thematic area. This is to provide the senior consultant with the perspective of the entire series planned.

Step 2: First Technical Editing. The senior consultant submits the completed reference template and this is reviewed by a Technical Editor assigned to the issue (For the Scope of Work of the Technical Editor, [See Annex E](#)). The purpose of this initial technical editing is to insure that the completed reference template responds to the intended coverage of the Technical Notes issue within the series planned for the technical area. If the Technical Editor sees that some points have not been amply highlighted in the completed reference template, then the Technical Editor may choose to add on the necessary bullet points. Alternatively, where there is a need to re-work the reference template, the Technical Editor may choose to have the consultant complete another template altogether.

Step 3: First Draft. Once the completed reference template is cleared by the Technical Editor, the completed reference template is then passed on to a writer assigned to put together the first draft of the issue (For the Scope of Work of the Writer, [See Annex F](#)). The writer is expected to transform the information in the reference template into a first draft. The writer will also have access to the consultant who filled up the reference template through telephone, to get clarification on questions that he/she may have in course of preparing the first draft.

Step 4: Technical Editing by Technical Specializations. Once a first draft has been cut, this is then passed on to the same Technical Editor that reviewed the completed reference template at Step 2. In many cases, a second Technical Editor will also be asked to review the first draft. This second Technical Editor is usually the Participation Specialist, as was the case for the issue "Organizing Joint Action on Integrated Solid Waste Management". Technical Editors dictate the rewriting process, but it has been encouraged to limit the rewrites to just two drafts.

Step 5: Lay-out, Formatting and Copy Editing. After the draft has been cleared by Technical Editors, then the material is now ready to go into lay out and production. A camera-ready laid out and formatted version is prepared for copy-editing. A Copy Editor reviews the outputs before this is sent out for the concurrence of USAID (For the Scope of Work of the Copy Editor, [See Annex G](#)).

Step 6: USAID Technical Concurrence. Part of the requirements for all publications of the GOLD Project has been to seek the technical concurrence of other USAID-funded programs. So immediately after the camera-ready laid out and formatted version of an issue has been prepared, this is forwarded directly to the USAID-funded project most concerned with the concerns the issue focuses on, or is sent instead directly to the USAID offices.

Step 7: Final Editorial Board Clearance. After technical concurrence of USAID is secured, the material is then ready for the final clearance by the Editorial Board. It is the Editorial Board that makes a final determination whether or not final revisions to an issue are satisfactory to any comments put forward by USAID and/or USAID-funded projects.

Step 8: Publication. After final clearance from the Editorial Board, the camera-ready version of the issue is brought to the press for publication.

This entire production process will entail a total of 27 person days if work is continuously pursued by the different persons that have been identified in the process. Precisely because of this length of time entailed, as well as the number of people involved, a

Tracking Form has been developed to track the progress on each of the issues of the Technical Notes series ([See Annex H](#)). Through the Tracking Form, the bottlenecks are clearly identified and therefore any delays in the production schedule can be readily addressed if properly managed.

Deciding on the Distribution Mechanisms

The production of the Local Governance Technical Notes series has been circulated as a series of related publications.

Local Chief Executives are given a complete set of all titles in the series. Technical staff of LGUs and NGOs, on the other hand, are provided the complete set of titles within the sub-series that would most interest them. For example, the health offices would be sent all the public health, hospitals, and health insurance titles. In this way, those who stand to benefit the most from the technical information contained in the publication are directly provided the access to the series. Consistent with this, or maybe because of this consideration, one feature of the Technical Notes series is that the layout artists who designed the masthead of the publication were under instructions that the final copy must be photocopy-friendly. One copy would certainly not be enough – but it would be difficult to provide for all. So the intention was to make at least one copy available in the technical offices of LGUs, and insure that one copy would photocopy well enough to allow others to have access to the information.

Finally, in addition to direct mail outs, the publication series has also been wholesaled through the leagues of local governments as well as the Centers for Local Governance and other institutional partners of the GOLD Project.

Promoting Programs to Convert Solid Waste to Organic Fertilizer

INTEGRATED SOLID WASTE MANAGEMENT

Notes 5



Environmental Management



Local government can help communities convert solid waste to organic fertilizer at backyard- or commercial-scale.

From Waste to Benefits

Waste segregation activities have shown that the bulk of generated solid waste is biodegradable ("nabubulok" in Filipino). However, even with the promotion of awareness of recycling, much—if not all—of biodegradable waste is still thrown away.

Composting, a practice long encouraged and done in farms and areas not reached by municipal garbage trucks, is beginning to gain popularity. It is a process of converting biodegradable waste to organic fertilizer, which is a departure from the traditional burn, bury, or dump mentality. Several municipalities and private institutions have already set up pilot composting facilities.

The challenge to local governments is demonstrating to citizens and entrepreneurs that organic waste can be profitably converted to organic fertilizer. Data from the National Rapid Composting Program of the Philippine Council for Agriculture, Forestry, and Natural Resources Research and Development (PCARRD) show that at least PhP 216 million worth of compost and organic fertilizer was sold over a five-year period. For farmers, this means more earnings as a result of reduced cost of farm inputs. Products from organic fertilizer, such as organic vegetables, also command a higher price in the market. Other benefits from the use of organic fertilizer include conservation of soil fertility without sacrificing production, reduced pollution, and improved soil texture allowing the soil to retain more moisture.

The Local Governance Technical Notes series is a publication of the Governance and Local Democracy (GOLD) Project made possible through support of the United States Agency for International Development (USAID) under the terms of the GOLD Project Contract No. 492-0471-C-00-5089-00. The series provides information on key processes and tools in local government management, service delivery, citizen participation, and policy issues. The opinions expressed herein do not necessarily reflect the views of USAID.

Published in July 1999



Promoting Household-Level Composting

These strategies have been proven to work as in the case of Bustos, Bulacan. In spreading the word about composting, first, promote composting hand-in-hand with other immediate income generating projects from recycling. Second, launch a massive information and education campaign. Teach citizens the correct segregation technique and convince them to cooperate with and support community activities related to the program. Involve school children. Hold contests. Third, pilot the program in a selected barangay. Create clusters of residents and train them in waste management and recycling.

Start your household-level composting program using containers like compost pits, clay flowerpots, plastic bags, or compost bins. Design them in a way that rainwater drains freely from the compost. To accelerate composting:

1. Mix food, garden, animal, and human waste that have already been cut, chopped, or shredded before putting them into the container.
2. After a 10-15-centimeter layer of waste, add a layer of soil approximately 2.5 cm thick. Continue alternating and

mixing layers and add water when necessary.

3. Remember to keep compost moist like a damp sponge.
4. Allow air access into the pit by providing air vents. Do not burn waste on top of the compost.



This household in Bustos, Bulacan uses a composting bin made of old tires.

Commercial-Scale Compost Fertilizer Production

Commercial-scale fertilizer production is viable when there is a large source of biodegradable solid waste, e.g., public markets and residential subdivisions. The same basic process used in household-level composting is applied, with these additions:

- Covered platforms and larger air

vents are provided because of a larger volume of waste.

- Microorganisms such as Compost Fungus Activators (CFA) are used to speed up decomposition.
- Measured amounts of mineral elements are added to conform to minimum organic fertilizer standards of the government.

• Efficacy tests are conducted on the fertilizer before actual commercial production and marketing.

The key steps in commercial organic fertilizer production are the following:

1. Determine market demand for organic fertilizer in the area and supply of material and production.
2. Observe successful ventures.
3. Prepare a feasibility study to determine technical and financial feasibility.
4. Determine whether the fertilizer facility will be managed directly by the local government or by a private partner.
5. Test the process – from waste collection to fertilizer production and distribution.
6. Conduct efficacy testing on the product based on government standards.
7. Establish distribution contacts and networks.
8. Implement commercial production and marketing.



Worker composting at Marilao Ecology Center in Bulacan.



Policy and Practice

Enabling Framework

Republic Act No. 7160 also known as the “Local Government Code of the Philippines” enjoins local government units to enforce sanitation laws, and prepare a solid waste management program. Section 3, article I encourages the participation of private sector in local governance.

Presidential Decrees 552, 825, 856, and 984 provide rules and penalties covering sanitation and disposal.

The Implementing Rules and

Regulations for Chapter XVII of Presidential Decree 856 (Code on Sanitation, Chapter on Refuse Disposal) provide specific guidelines for integrated solid waste management. The IRR document defines the scope of segregation, recycling, and collection activities to support segregation.

Memorandum Circular No. 39-A of January 19, 1988 from the Office of the President enjoins local governments to establish integrated solid waste management systems that in-

clude: management of waste generation; handling and on-site storage; collection, transfer, and transport; processing and recovery; and disposal.

The Department of Agriculture (DA) and the Department of Science and Technology (DOST) encourage cooperatives, private entrepreneurs, and nongovernmental organizations (NGOs) to engage in commercial-scale composting using beneficial microorganisms that accelerate the composting process.

Practices That Are Working

Marilao, Bulacan produces organic fertilizer by adapting and innovating on the basic technology used in the Ecological Resource Recovery System of Sta. Maria, Bulacan. Biodegradable waste is collected from two public markets and three pilot residential subdivisions with approximately 2,000 households and turned into commercial organic fertilizer.

Initial funding for the composting facility came from the municipal government's contribution through its Annual Investment Plan augmented by funds from other sources like the Countryside Development Fund. The municipal government also provided personnel and infrastructure including the activator laboratory, storage area, compost beds, horticulture and

agriculture supplies, and other needed machinery. At present, other government line agencies and the private sector continue to support the program through technical and operational assistance. The DOST and the Central Luzon State University provide technical assistance in product development, efficacy testing, and monitoring. A farmers' cooperative conducts additional efficacy testing. NGOs assist in social marketing the segregation process and the application of organic fertilizer in household gardens and vegetable plots at the household level.

To sustain the program, the local government has improved its collection system. Trucks collect biodegradable waste three times a week while non-biodegradable materials are collected twice a month. The Mayor has also identified a point person responsible for managing the composting facility. Tying up the composting program to the promotion of urban agriculture provides additional support by encouraging households in the municipality to use fertilizer from composted solid waste in growing vegetables in vacant lots.



Personnel and Infrastructure component of the Mankao commercial-scale compost fertilizer production facility has been provided by the local government.



LGU Action Agenda

Other Initiatives

Begin a backyard composting project in your community. **Bustos, Bulacan** is composting in what used to be idle land. Ask Dr. Rosalinda Mendoza, Rural Health Physician at (044) 766-2176 for more ideas.

Sta. Maria, Bulacan has tapped the Assorted Waste Administration

and Recycling Enterprise, Inc. (AWARE), an NGO, to undertake organic fertilizer production using market waste. Get in touch with AWARE, Inc. at (044) 641-1601, and find out how you can get into organic fertilizer production.

What You Can Do

1. Get more information on rapid composting technology and successful organic fertilizer enterprises from PCARRD National Composting Program or regional offices of DOST and DA (See list of resources).

2. Determine potential major users of organic fertilizer, e.g., adjacent farming communities, garden associations, landscaping firms, and sellers of ornamental plants and garden soil.

3. Visit ongoing local government-assisted organic fertilizer projects.



Participants from General Santos City during their cross visit to Bustos, Bulacan

Resources and References

For more information on backyard composting and the organic fertilizer production project in **Marilao, Bulacan**, contact the Office of the Mayor at (044) 711-3142.

If you're looking for additional technical information, these resource organizations will help you prepare your feasibility studies and provide funding references:

- **PCARRD** – National Composting Center, Los Baños, Laguna (049) 536-0014 – 20
- **Department of Science and Technology (DOST)**, Bicutan, Taguig, Metro Manila
- **Biotech**, UPLB, Laguna (049) 536-1576 c/o Dr. Bayani Espiritu
- **Foundation for a Sustainable Society, Inc. (FSSI)** Tele-fax (02) 928-8671, 928-8422 c/o Mr. Ricardo E. Torres, Jr.

Regional **Department of Agriculture (DA)** or **DOST** offices and the PCARRD can also provide information on how to get in touch with NGOs and private organizations like **AWARE**, **Agtalon**, **DFFCI**, and **FSSI**. These NGOs can help get your compost production program underway.

As you already know, Compost Fungus Activators (CFA) hasten the decomposition process. For local sources of CFAs, contact the regional **DA** or **DOST** offices or selected local **State Colleges of Agriculture**.

Should you decide to go into commercial-scale organic fertilizer production, your product has to be tested and meet government fertilizer standards. Get information on efficacy testing procedures and standards from these organizations:

- **Fertilizer and Pesticide Authority**, 4th Flr., Bldg. B, NIA Complex, EDSA, Quezon City (02) 926-5877; 922-3368
- Selected state colleges of agriculture like the **Central Luzon State University, College of Agriculture, Muñoz, Nueva Ecija**

List of LGTN Titles
(Unpublished titles in *Italics*)
12/26/00

Environmental Management	
Integrated Solid Waste Management	
EM-ISWM 1	Moving Towards an Intergrated Approach to SWM
EM-ISWM 2	Appraising the Nature of Solid Waste in the Locality
EM-ISWM 3	Organizing Joint Action on ISWM
EM-ISWM 4	Helping Citizens Earn from Solid Waste
EM-ISWM 5	Promoting Programs to Convert Solid Waste to Organic Fertilizer
<i>EM-ISWM 6</i>	<i>Introducing Measures to Improve Garbage Collection Efficiency</i>
EM-ISWM 7	Improving Dumpsite Operations with Limited Budget
EM-ISWM 8	Preparing for a Landfill
Watershed Management	
EM-WSM 1	Taking Charge of Watersheds: The First Steps
EM-WSM 2	Delineating Boundaries of the Watershed Important to the Community
EM-WSM 3	Knowing the Characteristics of the Community Watershed
EM-WSM 4	Building Consensus for Watershed Management
EM-WSM 5	Preparing the Local Watershed Management Program
EM-WSM 6	Mobilizing a Farm Support Assistance Program
EM-WSM 8	Promoting Tree Programs to Conserve Natural Forests
Organizational Development	
<i>EM-EOD 1</i>	<i>Organizing Human Resources to manage the LGU's Environmental Programs</i>
<i>EM-EOD 2</i>	<i>Creating and Strengthening a Local Environment and Natural Resources Office</i>
Development Investment	
Estate Development Planning	
DIM-EDP 1	Defining Estate Development
DIM-EDP 2	Identifying Different Types of Industrial Estate Development
DIM-EDP 3	Setting Estate Development Vision and Goals
DIM-EDP 4	Fitting Estate Development Plan into the Area Development Framework
Project Development	
DIM-PD 1	Organizing for a Rapid Market Research
DIM-PD 2	Conducting Rapid Market Research for Agricultural Projects
Improving RPT Performance	
Local Finance	
<i>LF-RPT 1</i>	<i>Calculating Collection Efficiency and Cost-to-Collection Ratios</i>
LF-RPT 2	Involving Barangays in Real Property Tax Administration
<i>LF-RPT 3</i>	<i>Mobilizing DECS and School Officials for RPT Collection</i>
<i>LF-RPT 4</i>	<i>Implementing Administrative Remedies</i>
<i>LF-RPT 5</i>	<i>Setting Collection Targets Through a Participatory Process</i>
Service Quality Improvement	
Public Service Excellence	
SQI-PSE 1	Crafting an LGU Service Vision and Service Values
SQI-PSE 4	Using Moments of Truth to Improve Service Delivery
SQI-PSE 8	Crafting Customer Feedback Instruments to Measure Service
Health Services Development	
Hospitals	
<i>HSD-PH 1</i>	<i>Situating Public Hospitals in Local Health Systems</i>
HSD-PH 2	Measuring Public Hospital Performance
<i>HSD-PH 3</i>	<i>Generating Revenues from Local Public Hospitals</i>
<i>HSD-PH 4</i>	<i>Establishing Hospital Boards</i>
Health Insurance	
<i>HSD-HI 1</i>	<i>Understanding the Need for Health Insurance</i>
<i>HSD-HI 2</i>	<i>Establishing Local Health Insurance Programs: The First Steps</i>

Main Title: Limit to two lines

Program
Icon

Name of Program Activity

Notes 8

Name of Program

**1 or 2 inset
photos**

**Main Photo
Size 4 inches x 6 inches**

Caption, Arial, size 9

Subtitle

16 lines of text, Arial 10

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Published in July 2000



Technology

Systems and Methods

3.5" x 5" Photo
with caption, *Arial*, size 9

16 lines of text, *Arial*, 10

Management of Operations

18 lines of text, *Arial* 10

Picture with caption
Text: *Arial*, Size 9



Policy and Practice

Enabling Framework

16 lines of text, Arial 10

Practices That Are Working

26 lines of text, Arial 10

Picture with caption, *Arial text 9, italics*



LGU Action Agenda

Other Initiatives

17 lines of text,
Arial, size 10

Picture with
caption,
Arial text
Size 9, italics

Resources and References

Box for resources, references,
contacts, conferences, seminars
10 lines of text, Arial, size 9

ARD/GOLD Local Governance Technical Notes Series
Guidelines for Completing the TN Reference Material Template

Note to the Consultant:

What is the ARD/GOLD Local Governance Technical Notes series all about?

The GOLD Local Governance Technical Notes Series is principally intended for use by technical officers and staff of LGUs and NGOs. The technical notes series shall be sent to LGUs (LCEs, technical officers and staff), Leagues of LGUs, key NGO partners of LGUs, and local institutions (ILGAs, and CLGs).

The Technical Notes intend to provide technical information on the various LGU initiatives that are currently being assisted by the GOLD Project. The Technical Notes have been designed to provide technical information around highly specific tasks that LGUs are expected to take within the various technical fields. Thus, the Technical Notes series extracts the lessons that have been learned from GOLD technical assistance programs and abstracts these into a “digestible” format for LGUs. In the intermediate- and long-term, it is hoped that the Technical Notes series contributes to the replication of proven and working GOLD LGU initiatives in other LGUs throughout the country.

Each issue of the GOLD Local Governance Technical Notes shall be a one page spread (11” x 17”) and may be collected into a compendium by the LGUs. All issues will have the following segments: Challenge to LGUs, Policy and Practice, Technology, and LGU Action Agenda. A proto-type is available with the Communications Unit of ARD should you really be interested to see what the finished product will look like.

All working titles of the GOLD Local Governance Technical Notes series were identified by the technical specialists in charge of the program.

How is the template to be filled up?

Bullet items are better. Consultants are requested to fill up the template with the key bullet points responding to the specific question in each box. Complete sentences are not necessary, these will be completed by a writer assigned to do so. In outlining the bullet point responses, please refer to the specific guide questions listed below.

No need to type. Consultants need not type/encode their responses to this template. But please write as legibly as you can.

Contact Information. Since there will be a writer assigned to translate the filled-up template into the draft GOLD Local Governance Technical Notes, the writer may have some questions that need to be clarified. It is for this purpose that we are requesting your most convenient daytime and evening contact numbers.

Editing Process. After the draft is completed, there will be a three stage editing process. The draft will first be read by a Technical Editor (to be identified by the Program Technical Specialist) – to insure that the technical information is correct. Then the draft goes to a Copy Editor who will review the draft for language and style, after which the material will get laid-out. The “blue print” shall be cleared by a member of the Editorial Board or his/her designee prior to publication.

ARD/GOLD *Local Governance* Technical Notes Series
TN Reference Material Template

Please use the reverse side if more space is needed in filling up this template.

1. Working **TITLE** of Technical Notes (Please note the very specific title of the ARD/GOLD *Local Governance Technical Notes*.)

2. What is the **CENTRAL CHALLENGE** to LGUs?

Why should LGUs be looking to improving performance in this particular area of concern?

How have LGUs been attending to this particular area of concern?

Is there new thinking that LGUs need to be sensitized to?

What benefits might they realize from improved performance in this area?)

3. What are the policy issuances that define the **ENABLING FRAMEWORK** for LGUs to take action in this specific field?

What are the key national and local laws, executive issuances, and programs that define the enabling framework in this arena?

As appropriate, what local initiatives have LGUs pursued to operationalize this framework?

What are the contradictory or restrictive executive issuances that restrict LGU action in this particular field?

4. What are the **KEY CONCEPTS**, and **KEY ACTIONS/PROCESSES** or **PRACTICAL POINTERS** that LGUs need to know about and understand in order to get going or improve its own performance in this field?

If the LGU is expected to take action in this particular field, what are the key concepts that must be understood?

What are the key processes and/or actions that string these key concepts together?

What are preferred options for LGUs relative to time, cost, and effectiveness considerations?

What are the expected results as far as performance is concerned?

5. What should the **KEY AGENDA FOR LGU ACTION** include? Please list down in rank order (with sub-lists per item also in rank order, if appropriate).

What are the doable key actions that LGUs should be inspired to do **immediately** after reading the Technical Notes?

What are the doable key actions that LGUs should be inspired to do **within a month** after reading the Technical Notes?

What are the doable key actions that LGUs should be inspired to do **within a quarter** after reading the Technical Notes?

6. What would be a good example of an **ON-GOING LGU INITIATIVE** (preferably GOLD-assisted) in this area? (What is the story behind the case? How did it start? Who was involved? What effort was entailed? What benefits did the initiative create? How much resources were allotted to the initiative? How is the initiative currently working out for the LGU and its constituents?)

7. What are **OTHER INSPIRING LGU INITIATIVES** in this field that are worth noting? (What else is “going on” in other LGUs that relate to this particular area of concern? What are different approaches other LGUs have taken for the entire or specific aspects of the GOLD-assisted initiative?)

Initiative/Location	Description	Contact Person/Tel. Number(s)

8. What are the **KEY RESOURCES AVAILABLE TO LGUs** if they want to pursue initiatives in this field? (What can LGUs use as references? Remember to **include the contact person (where available) and the contact number/s.**)

National Program Offices/Address	Contact Person	Contact Number/s
Sources of Technical Assistance or Funding Agencies/Address	Contact Person	Contact Number/s
Name of Publications	Where Available	

Networks/Address	Contact Person	Contact Number/s
Ongoing projects of the League of LGUs that may be tapped for assistance/Address	Contact Person	Contact Number/s
Luminaries and Experts/Address		Contact Number/s
<p>9. What are bits of useful information that can be presented as TABLES, CHARTS, BAR GRAPHS? These may refer to either key technical concepts and/or the specific LGU initiatives described above.</p>		
<p>What useful information can be presented in non-text form? Please list down information that can be presented in non-text form in rank order of importance. Do you have this information with you? If not, can you provide easily accessible references where these may be sourced from?</p>	<p>What are other one-liner bits of information that can also be included in the Technical Notes?</p>	

PLEASE SEND US YOUR PICTURE AND OTHER PHOTOS WE MAY USE FOR THIS TECHNICAL NOTES ISSUE!

Name of Consultant	
Most convenient contact numbers Daytime Evening	
Date of Submission	

SCOPE OF WORK

Title : **TECHNICAL EDITOR**

Activity: Editing assistance in the production of *GOLD Technical Notes*

Consultant:

Duration: _____ person-days

Supervisors: Chief of Party
Deputy Chief of Party II
GOLD (Program Area) Specialist

The Technical Editor will assist the GOLD (Program Area) Specialist in producing manuscript(s) of *GOLD Technical Notes* for publication and distribution. As such, the Technical Editor will:

1. Review the content of the draft *GOLD Technical Notes* and make appropriate revisions by deleting irrelevant material, adding on essential material, checking and revising headlines accordingly, checking facts in the text against each other to ensure consistency, and verifying names, figures, totals, dates, and time.
2. Reviewing captions for photos and the application of cartoons, drawings, and graphics to ensure correctness and appropriateness to the content
3. Undertake other duties consistent with this assignment as directed by the GOLD Chief of Party or his designee.

SCOPE OF WORK

Title: **Writer for *GOLD Technical Notes Series***

Activity: Manuscript Production of *GOLD Technical Notes Series*
(Number) of Issues for (TA area) Programs

Consultant:

Duration:

Supervisor: Chief of Party
Deputy Chief of Party II
(TA Area) Program Specialist
Technical Editor of Technical Notes Issue

The writers of the *GOLD Technical Notes Series* shall assist the (TA area) Program generate the manuscript(s) of (number) issues of pre-identified technical notes for publication under the *GOLD Technical Notes Series*.

As such, he/she shall:

1. Use the reference material submitted by the Technical Consultant as basis for the generation of the manuscript(s).
2. Contact Technical Consultant that submitted the reference material(s) to clarify questions on the material(s) before finalizing the draft manuscript(s).
3. Submit the draft manuscript(s) (both hard copy and electronic format using the prescribed word-processing program and format for manuscripts) to the Technical Editor of the issue(s) in accordance with the time schedules agreed on.
4. Revise the manuscript(s) in accordance with the revisions made by the Technical Editor on the manuscript(s) within the time agreed upon for production.
5. Perform all such other functions and tasks consistent with assignment as may be directed by the Chief of Party and/or his designee.

SCOPE OF WORK

Title : **COPY EDITOR**

Activity: Editing assistance in the production of *GOLD Technical Notes*

Consultant:

Duration: _____ person-days

Supervisors: Chief of Party
Deputy Chief of Party II
GOLD (Program Area) Specialist

The Copy Editor will assist the GOLD (Program Area) Specialist in producing manuscript(s) of *GOLD Technical Notes* for publication and distribution. As such, the Copy Editor will:

1. Review the language of the manuscript and make necessary corrections on the grammar, syntax, verb tense, spelling, punctuation marks, usage, organization, appropriateness of heads and sub-heads to the content, and making copy conform to style.
2. Review the layout of every page for correctness using appropriate type faces, scaling pictures and drawings properly, expanding or reducing copy size, and arranging the materials in the page space to balance text and pictures.
3. Undertake other duties consistent with this assignment as directed by the GOLD Chief of Party or his designee.

LOCAL GOVERNANCE TECHNICAL NOTES SERIES TRACKING/CLEARANCE FORM

TN Number:					
Working Title of Technical Note Issue:		Editorial Board Member/Designee:			
		Technical Editor 1:		Alternate. Tech. Editor:	
		Technical Editor 2:		Copy Editor:	
Production Step/Level of Effort	Date Started/ Signature		Date Completed/ Signature*		Forwarded to/Date
	Target	Actual	Target	Actual*	
1. Template is sent to Technical Consultant					
2. Writer-Technical Consultant fills up Reference Material Template (half day)					
3. Technical Editor 1 reviews filled-up Template (1 day)					
4. Writer-Technical Consultant generates first draft of manuscript (2 days)					
5. Technical Editor 1 and/or Technical Editor 2 review first draft of manuscript (1 day)					
5.1 ONLY IF TECH. EDITOR 1 DOES NOT FINISH REVIEW IN ONE WEEK: Alternate Technical Editor reviews first draft of manuscript (1 day)					
6. Writer-Technical Consultant generates second draft (2 days)					
7. Technical Editor 1 and/or Technical Editor 2 review second draft of manuscript (1 day)					
8. Writer-Technical Consultant generates third draft (half day)					
9. Copy Editor reviews third draft (1 day)					
10. Production Team completes layout 1 (2 days)					
11. Copy Editor reviews layout 1 (1 day)					
12. Production Team completes layout 2 (1 day)					
13. DCOP II reviews and approves layout to send to COP, DCOP I, and SOs (3 days)					
14. Editorial Board member/designee and USAID Contractors review and give edits/ technical comments (5 days)					
15. Writer-Technical Consultant inputs Editorial Board and USAID edits to generate fourth draft (1 day)					
16. Copy Editor reviews fourth draft (half day)					
17. Production Team finalizes lay-out (1 day)					
18. Copy Editor reviews layout (half day)					
19. Editorial Board Member or designee gives final clearance for publication (1 day)					
20. Production Team completes electronic copy for printer (1 day)					
21. Printing					

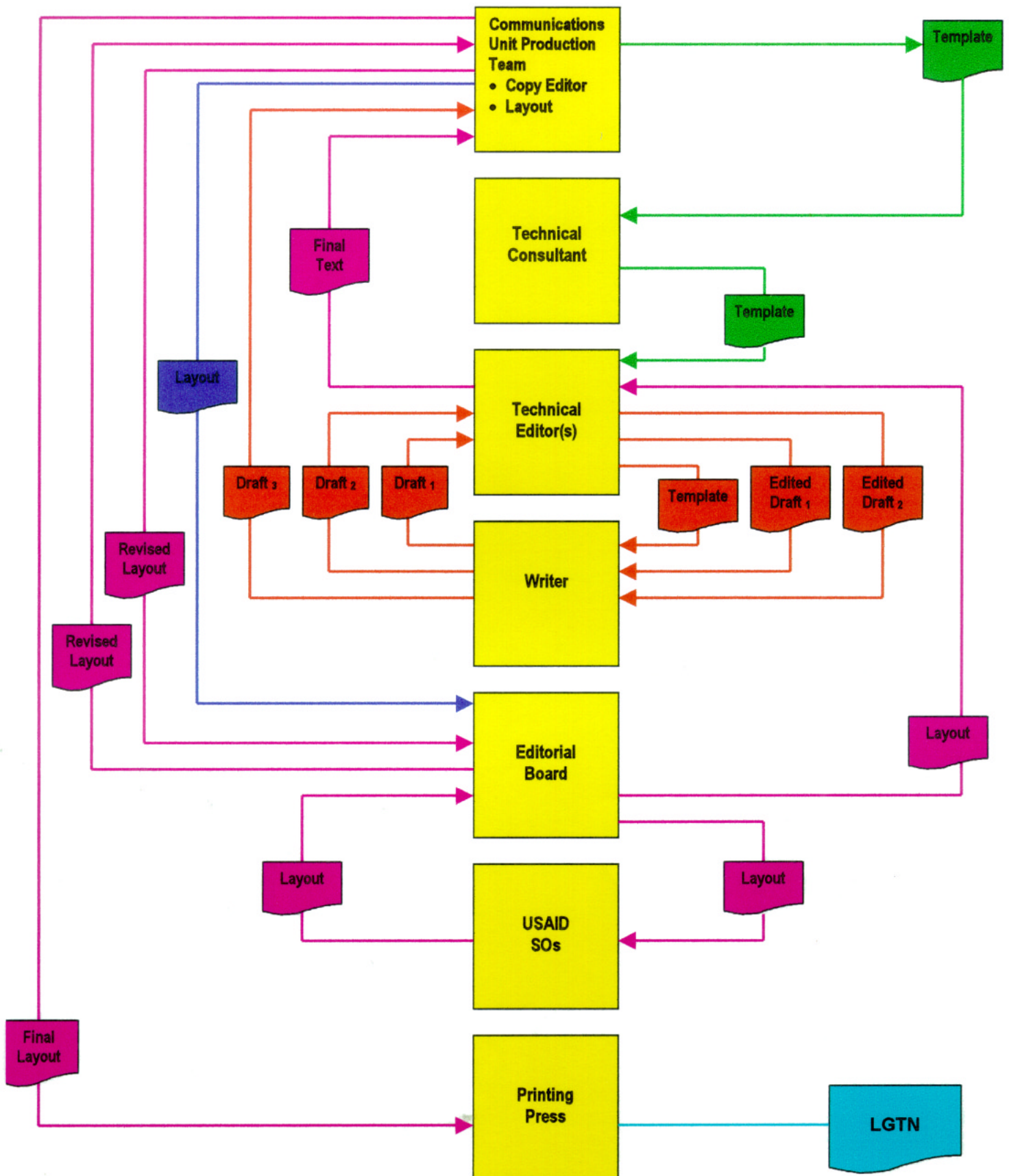
Note: 1. By signing in the "Date Completed-Actual" column, you are providing clearance for the *Local Governance Technical Notes* manuscript to proceed to the next level towards production.
2. This Tracking Form is used when the Technical Consultant is also the Writer.

LOCAL GOVERNANCE TECHNICAL NOTES SERIES TRACKING/CLEARANCE FORM

TN Number:					
Working Title of Technical Note Issue:		Editorial Board Member/Designee:			
		Technical Editor 1:		Alternate. Tech. Editor:	
		Technical Editor 2:		Copy Editor:	
Production Step/Level of Effort	Date Started/ Signature		Date Completed/ Signature*		Forwarded to/Date
	Target	Actual	Target	Actual*	
1. Template is sent to Technical Consultant					
2. Technical Consultant fills up Reference Material Template (2 days)					
3. Technical Editor 1 reviews filled-up Template (1 day)					
4. Writer generates first draft of manuscript (3 days)					
5. Technical Editor 1 and/or Technical Editor 2 review first draft of manuscript (1 day)					
5.1 ONLY IF TECH. EDITOR 1 DOES NOT FINISH REVIEW IN ONE WEEK: Alternate Technical Editor reviews first draft of manuscript (1 day)					
6. Writer generates second draft (2 days)					
7. Technical Editor 1 and/or Technical Editor 2 review second draft of manuscript (1 day)					
8. Writer generates third draft (1 day)					
9. Copy Editor reviews third draft (1 day)					
10. Production Team completes layout 1 (2 days)					
11. Copy Editor reviews layout 1 (1 day)					
12. Production Team completes layout 2 (1 day)					
13. DCOP II reviews and approves layout to send to COP, DCOP I, and SOs (3 days)					
14. Editorial Board member/designee and USAID Contractors review and give edits/ technical comments (5 days)					
15. Writer inputs Editorial Board and USAID edits to generate fourth draft (1 day)					
16. Copy Editor reviews fourth draft (half day)					
17. Production Team finalizes lay-out (1 day)					
18. Copy Editor reviews layout (half day)					
19. Editorial Board Member or designee gives final clearance for publication (1 day)					
20. Production Team completes electronic copy for printer (1 day)					
21. Printing					

Note: 1. By signing in the "Date Completed-Actual" column, you are providing clearance for the *Local Governance Technical Notes* manuscript to proceed to the next level towards production.
2. This Tracking Form is used when the Technical Notes Writer and the Technical Consultant are two different service providers.

Local Governance Technical Notes Production Chart



Annex J

Directory of Consultants and Firms Involved

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II. C. LOCAL GOVERNANCE NETWORK (LOGONET): *A Web-Based Tool for Enhancing Information Exchange*

The LOGOnet Context

Local governance initiatives in the Philippines are rapidly drawing the attention of local governments and communities in other parts of the country and other countries in the region. At the same time, information and communication technologies are playing an increasingly important role in development, and the Internet offers a potential solution to this dilemma. Technological improvements and radical reductions in cost are rapidly placing these technologies within reach of local governments and community organizations. Recent trends show that the Philippines, and the country's local governments, are adopting these new technologies and learning how to use them to their best advantage.

According to surveys by ITU, an international organization concerned with global telecom networks and service, the estimated number of Internet users in the Philippines increased by over 330 percent between 1998 and 1999, and the number of Internet hosts more than doubled during the same period.

Local governments are quickly recognizing the advantages that information and communication technologies offer. A recent survey by USAID's Governance and Local Democracy (GOLD) Project reveals that over half of city and provincial governments have Internet access and most anticipate making significant investments in information and communication technology within the next two years. The Leagues of Municipalities, Cities, and Provinces, as well as the umbrella association, the Union of Local Authorities of the Philippines (ULAP), have all embarked on initiatives to increase access to the Internet.

While there is a proliferation of local governance tools, techniques and good practices, timely and cost-effective mechanisms for widely sharing these resources with local governments, NGOs, and community organizations continue to lag. The Local Governance Network (LOGOnet) is an initiative designed precisely to fill this information gap.

The LOGOnet Collaboration Approach

Local Governance Network (LOGOnet) was organized by GOLD for the purpose of strengthening networks and access to knowledge by: (1) promoting existing networks and contributing to the creation of new active knowledge community and (2) developing a framework for local government and civil society networks to interact with each other on a national scale. It is a collaborative initiative between NGOs, the leagues of local government, and private sector that capitalizes on recent, and growing, investments by both public and private organizations in Internet technology. LOGOnet is supported in part by Globe Telecom and the United States Agency for International Development.

The LOGOnet is an Internet-based information clearinghouse designed as a central repository and routing service for all member initiatives and resources and is not intended to compete with these organizations. LOGOnet incorporates features that can augment the web sites of partner organizations and link them with related sites. Users can obtain additional information on a LOGOnet topic by jumping to the partner site submitting the information.

LOGOnet recognizes the value of existing organizations and initiatives that serve local governments. A core strategy is to build partnerships with these organizations and to work with them rather than to duplicate their efforts and content.

Implementation Phases

LOGOnet , from the very start, is an extension of the web sites of its partner organizations. It builds on the work of existing member web sites and networks by linking them more closely with other internet-based local governance resources. LOGOnet will not be an independent Web site that competes with its partner organizations. This makes LOGOnet collaborative rather than competitive, and distinguishes it from any other initiative providing information on local governance on the Internet.

Partner organizations are carefully selected for their ability to provide information of interest to local authorities. Any web site (or page within a web site) which meets the following requirements is encouraged to join.

- The organization's mission and the site's content, must be related to local governance and can represent government (local or national), civil society organizations, development projects, or local government support organizations. Commercial organizations providing services to local governments are welcome, but a significant portion of the content on their web site must be available to visitors for free.
- The role of each partner organization is to act as a conduit for information. Each partner will agree to disseminate information to local governments and other interested organizations as well as provide documents, case studies, and other resources to the entire network.
- The LOGOnet Internet component will become a feature of the partners' existing web sites, since each partner is already deeply involved in providing information to local governments.

USAID's Governance and Local Democracy Project would provide support for the initial operational activities of LOGOnet as permanent management and revenue streams are established in conjunction with other member organizations and volunteers. Eventually, management of the resource might be contracted out to one of the member organizations or become a secretariat function.

LOGOnet Highlights

LOGOnet fosters the exchange of experience and expertise on a wide range of local governance issues. It aims to accomplish this through: updates on key issues; an inventory of innovative solutions to local problems undertaken by communities; a toolbox of approaches and techniques to aid local governments in enhancing participation and improving management and service delivery; informative publications in the form of case studies, good practices, reports, data, and training materials contributed by partner organizations; an e-mail discussion list to enhance information exchange; and links to useful internet resources.

LOGOnet is a working resource that will evolve based on the requirements of its members. The resource which will be formally launched in January 2001 will initially offer the following menu and features for visitors:

News – A page where partner organizations may post important announcements, usually linking users to another area of the network, such as a newsletter article published by a member organization.

Calendar – Partners may post a listing of organization-specific events as well as regional events of interest to local governments.

Policy Update – A page that lists a selected topic and offers an overview of the issue. This will link to a network partner web site that offers additional information on the topic. Includes an online poll.

Legislative Update – A page containing a summary of the legislative tracking report and/or updates of important legislative announcements. These link to additional information about legislative issues contained in the LVGP-LCP Legislative Tracking Web site. Full information would be available to subscribers to this separate service.

Local Governance Toolbox – A collection of practical tools and approaches submitted by partner organizations to aid local governments in enhancing participation and improving management and service delivery. This searchable database includes manuals, workshop designs, informative publications and examples of innovative practices for resolving problems and improving methods of democratic decision-making, responsive service delivery, citizen participation, local resource management and allocation, improved finance and budgeting, privatization and many other areas. It has an *Innovative Practices Database*, a searchable database containing an inventory of good and innovative solutions to local problems undertaken by local communities. The sharing of experiences and knowledge provides a valuable, easily accessible medium for making local governance practitioners aware of successful innovations that can be replicated in their own communities. Its *Publications Database* is an on-line repository for GOLD and LOGOnet partners' publications. Partners may post full publications or abstracts of publications with a hyperlink to the full text on the partner's web site. Its *Governance Toolbox Database* provides local officials and community leaders with practical and proven tools and practices designed to strengthen community capacities to address their own needs and priorities through more responsive and accountable local government.

Forum – An unmoderated, mailing list-based discussion to enhance information exchange between subscribers. Subscription is free and open to any organization and individual.

Gateway – A webring of local governance-related web sites that form the Local Governance Network. Contains information on the mechanics of LOGOnet, instructions on joining, member responsibilities and a directory of member organizations.

Internet Resources – A categorized list of web sites offering useful information related to local governance issues.

Marketplace -- LOGOnet's virtual Marketplace provides the opportunity for local governments and service providers alike to promote business opportunities on the Internet in the interest of increasing the availability of information in support of competitive, transparent public contracting. This online resource allows local governments to advertise for goods and services they require, promote investment opportunities in their communities and search for potential providers. Conversely, service providers for-profit private sector firms, NGOs, national government

agencies and even other local governments can promote the services and programs their organizations offer to local government.

Sponsors – A page containing brief information on financial and technical sponsors of the LOGOnet initiative.

LOGOnet Synergies Developed

LOGOnet is organized around the concept of a “portal” and serves as an Internet-based information clearinghouse for dialogue and the exchange of experience and expertise drawn from an increasing network of organizations—public or private, national or local—on a wide range of local governance issues.

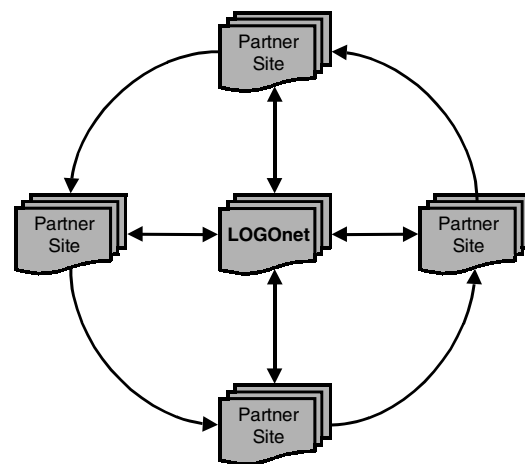
LOGOnet offers partners the advantage of linking more closely with other internet-based local governance resources. It is organized as a *webring* of linked web sites of organizations engaged in supporting local governance and provides users with a simple and efficient way to find information and resources on local governance issues in the Philippines.

Each member web site is linked to other web sites in the network. By clicking on the LOGOnet banner, one can travel around the network --one web site at a time--to view all of the sites.

Organized as a *webring* of linked Internet web sites of organizations engaged in supporting local governance, the network provides users with a simple and efficient way to find information and resources on local governance issues in the Philippines.

Combined with the new tools and key features that can augment the web sites of partner organizations, LOGOnet can help to create added value for users and more exposure for organizations. Users can obtain additional information on a LOGOnet topic by jumping to the partner site submitting the information. In this way, partnership with LOGOnet can enhance the Internet profile of member organizations and increase the number of visitors to their web sites.

These existing organizations and networks also form an inner partnership for managing LOGOnet and take responsibility for the development of the resource by scaling up systems they already have and over which they retain ownership and control. The management approach is fully consultative and decision making is distributed to the content managers. This governance structure allows all the players (NGOs, LGUs, private firms, NGAs and major sponsors) to provide input as to how the initiative will develop.



Constraints and Difficulties

As a webring, the relevance of information provided by LOGOnet depends primarily on the web sites of members being regularly updated and useful. Members which have problems about content generation, competent personnel, site management, and site marketing skills will need to be assisted or dropped from the webring in the long run.

One of the serious problems in the new electronic era is information overload. Most information about local governance on the Internet is generally too fragmented, too mixed in quality, and not arranged to directly answer the sorts of practical queries of interest to local government officials and community leaders. For example, What is the best way to manage a landfill? or What is the best way to ensure community participation in real property tax collection improvement campaigns? Answers to such queries are often already available on the Internet, but it is simply not organized in the right format.

A search engine by itself is not the answer. A typical search usually results in tens of thousands of “answers” of varying relevance, which can lead to further information overload. Instead, the solution lies in both linking information resources and organizing relevant data into searchable formats. LOGOnet must ensure it has the technical capability to consistently provide an organized information resource.

Access to information is not the only hurdle for local governments and communities. LOGOnet will need to assess its role in promoting access to information among stakeholders of local governance development.

Sustainability of GOLD Initiatives in LOGOnet After GOLD

LOGOnet is seen as a growing on-line community of organizations and individuals dedicated to improving local governance in the Philippines. LOGOnet aims to be the premier web portal for information and resources for everyone working in the field of local governance.

The design, implementation, and sustainability of the Local Governance Network will only be successful through the commitment of its partners. The LOGOnet initiative proposes to develop a management structure that is participatory and widely representative of the local governance development community with members from local government, NGOs, private sector, and national government. Selected organizations, in recognition of their role in promoting local governance, are invited to be represented on the LOGOnet Management Committee.

The Management Committee will set the direction for the initiative and actively coordinate the development and promotion of the resource. Taking a leadership role in this initiative will require commitment, dedication, and professional time. Time and effort shared through active participation in the Management Committee redound to the benefit of committee members--their organization will be brought into partnership with a growing array of local and national organizations drawn from the public and private sectors, and highlight their organizations as vanguards in Philippine local governance development.

Selected organizations unable to make a commitment to serve in the Committee are invited to consider serving as content advisor to the site, providing feedback on the site and sources of new information in consultation with the editorial team.

Conclusion and Recommendations for the LOGOnet

For further Donor programming, it is recommended that funding and technical assistance be provided to the following LOGOnet sustainability components:

1. Bandwidth space in the event that the free Internet service provider (ISP) space made available through partnership with Globe Telecom ends, or the need arises to expand the space more than what Globe Telecom can provide under sponsorship.
2. Enhancement of LOGOnet accessibility to local governments and communities. One important objective for the LOGOnet network of organizations is to assure that information gets to the end-user at the local level. Not every jurisdiction has Internet access. By improving access and navigation, the portal enables those involved in local governance to more readily communicate and share information for problem solving.
3. Marketing LOGOnet to increase visits to the site and make the site revenue-generating.
4. Capability-building assistance to LOGOnet members in web site design and management to ensure that the site gets fresh information regularly and to improve navigability.

Annex 1

List of LOGOnet Institutional Partners

Organization	Representative	Telephone No. & Fax No.	E-mail or URL
Ateneo de Manila School of Government	Ms. Henedina Abad Director	890-5695 899-7691	hrabad@pusit.edu.ph
Ateneo de Naga School of Government	Mr. Adonis Rugeria Director	(T) 472-2630 (F) 473-8447	
Ateneo de Davao Center for Local Governance	Mr. Edwin Maraño COMSCI Director	(082) 221-2411 local 8301 (082) 224-2957	edwin@adu.edu.ph ruby@adu.edu.ph
BALANGAY/ CODEWAN c/o EBJF	Mr. Poly Dichoso Director	912-8064 912-8065	ebjfi@l-manila.com.ph phildna1@codewan.com.ph http://www.codewan.com.ph
Bulacan State University (BSU) Center for Local Governance	Dr. Modesta Lugos	(044) 791-0158 (044) 791-7117	
Caucus of Development NGOs (CODE-NGO)	Mr. Danilo Songco National Coordinator	426-5938 local 4624/4625	dansong@codewan.com.ph
Center for Social Policy and Public Affairs (ACSPPA)	Ms. Amihan Perez Director	426-6061 426-6062	ororo@admu.edu.ph
Development Academy of the Philippines (DAP)	Mr. Clem Rasul Director	631-2144 631-2152 631-0921 local 151 631-2168	clemrasul@dap.edu.ph
Divine Word College – Tagbilaran	Ms. Cynthia Ayco Coordinator, Center for Local Governance	(038) 411-3658	cayco@mozcom.com
Evelio B. Javier Foundation, Inc.	Poly Dichoso or Rommel Martinez Executive Director	(T) 912-8064 (F) 912-8065	ebjfi@l-manila.com.ph phildna1@codewan.com.ph
Financial Executive Institute of the Philippines (FINEX)	Ms. Rosario S. Bernaldo President	811-4353 8114397	http://www.finex.org.ph
Ford Foundation	Ms. Megs Gatus Secretary & Net Administrator	892-8311	m.gatus@fordfound.org

Foundation for Local Autonomy and Good Governance (FLAGG)	Atty. Roberto Pagdanganan President	926-4079 922-0203	flagg@nsclub.net
Galing Pook Foundation Asian Institute of Management	Ms. Fredelita Guiza Executive Director	892-4011	edel@dataserve.aim.edu.ph edel@aim.edu.ph
Gerry Roxas Foundation, Inc./ Center for Local Governance (GRF/CLG)	Mr. Raquel Olandia	(036) 621-1922 (036) 621-2832 0917-3120052	grf@l-rox.net.ph http://www.grf.i-rox.net.ph
Globe Telecom	Mr. Joaquin Teng, Jr. Vice President		
Institute of Politics and Governance (IPG)	Ms. Marie Labajo Director	(T) 921-6450 (F) 436-6675 fax: 925-2936	lpg@pacifinet.net
Konrad Adenaeuer Stiftung, Philippines	Dr. Willibold Frehner	894-3427 894-3501	frehner@kaf-mnl.com
League of Cities of the Philippines (LCP)	Atty. Gil Cruz	896-1018 896-1051	lcp@mozcom.com
League of Municipalities of the Philippines (LMP)	Mayor Jose Ejercito	912-0450 912-4815	bladylm@pacific.net.ph
League of Provinces of the Philippines (LPP)	Governor Jose Lina	534-2860 718-1812 433-1052	lptsec@pacific.net.ph
League of Vice-Governors of the Philippines (LVGP)	Mr. Rollie Fabi Executive Director	414-2778 416-3313	vgo@boholonline.com lvgp@skyinet.net
Province of Bulacan – Office of the Governor	Gov. Josie de la Cruz Ms. Gladys C. Sta.Rita Provincial Administrator	(044) 791-1548 (044) 791-0901 (044) 622-6006 (044) 791-6727(F)	arlenepascual@hotmail.com
Union of Local Authorities of the Philippines (ULAP)	Ms. Sandy Paredes Executive Director	(T) 534-2860 (T) 534-6789 (F) 534-2857	lptsec@pacific.net.ph
United States Agency for International Development (USAID) Philippines	Ms. Patricia Buckles Mission Director	522-4411	jdutu@usaid.gov
Senate of the Philippines	Senator Aquilino Pimentel		info@computingsolutionsinc.com

Philippine Watershed Coalition (PWC)	Dr. Jessica Calfoforo-Salas	(T) 892-8140 (T-F) 818-5968	aespiritu@dataserve.aim.edu.ph http://watershed.org.ph
Philippines-Canada Local Government Support Program	Mr. William R. Bloxom Field Project Manager Mr. Rene D. Garrucho National Program Manager	(T) 637-3511 to 13 (F) 637-3235	lgsp1@skyinet.net
SANGGUNIAN	Albert C. Lim Editor-in-Chief	410-1652	patnugot@sanggunian.com www.sanggunian.com
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Participatory Governance in Natural Resources Development (PGI)	Mr. Loreto C. Mariñas President	Telfax: 818-5968	pgi@mkt.webling.com
Philippine Business for Social Progress (PBSP)	Mr. Roberto Calingo	527-7741	bgarganta@pbsp.org.ph ricordgz@pbsp.org.ph
Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHARRA)	Ms. Divina Lopez Executive Director	426-6740	phildna1@codewan.ph
Social Weather Station (SWS)	Dr. Mahar K. Mangahas	924-4456 920-2181	sws885@mozcom.com project@sws.org.ph http://www.sws.org.ph

Annex 2

Directory of Consultants and Firms Involved

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RONALDO ROBERTO DE VEYRA, Web Site Developer
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ANTHONY TE, General Manager, Blue-Sierra Enterprises
att@blue-sierra.com

III. Key Results and Impact

Social Marketing

For **Nueva Vizcaya**, the social marketing framework provided the LGU a deeper insight into the research component of the communication task of Provincial Information Officers (PIO). The survey tool to measure the KAP introduced by GOLD Communications consultants provided the PIOs new ideas in reformatting the provincial government's radio program and the monthly publication the *Viscaya Update* to achieve higher efficiency. Using the marketing approach in "selling" social products or desired social practices, the PIOs revolutionized the form and content of available channels using the KAP survey results gathered among general and specific target audience.

Today, the provincial government's half-hour radio program every Sunday is successfully promoting the planning-budgeting workshops of the Participatory Governance Project through a 30-minute drama series, the counterpart of TV soap opera in radio broadcast. The drama features a funny and happy-go-lucky Barangay Chairman known as "Kapitan Enteng," in a cynic-turned-advocate plot. The radio drama is a channel for social marketing the desired actions needed from barangay officials and their constituents. Another series aired recently focused on the desired actions needed by the Forest Enterprise Project among communities which were identified as suitable to Community-Based Forestry Management agreements. Another segment launched is the Governor's "Ulat sa Bayan," which informs the public on LGU program milestones and other important advisories on dealing with national problems affecting local communities such as the El Niño and the Asian financial crisis. More information on this is in the issue on "*Broadcasting for LGUs: The Essential Steps*" of the *Local Governance Technical Notes 1, Communication, Replication, and Feedback, Radio Broadcast*.

The *Viscaya Update* adopted the concept called "Developmental Ads" in line with the social marketing thrust. The monthly publication now serves as a community newspaper where the private sector could advertise projects with social impact. The concept is similar to commercial newspaper ads, which makes the publication more colorful and visually attractive. The amount paid by advertisers compensates for the cost of printing.

The Provincial Project Development Team of Nueva Vizcaya which works closely with the GOLD Development Investment Management Program, after being trained in social marketing, got favorable response from the provincial government particularly the Sangguniang Panlalawigan. Their training enabled them to make effective presentations on alternative financing modes for financing several strategic provincial projects, a subject which was met with lack of interest in the past primarily because the presentations were "too technical" or "too cerebral."

Cotabato saw the institutionalization of its social marketing efforts, a move which differed from the committee-approach in other sites. Out of those trained by the GOLD Communications specialists, a Social Marketing Group was formed composed of staff from the Public Affairs Information Assistance Division of the Province and technical staff from other provincial government divisions. The Group took the lead in planning and implementing communication campaigns to support all governmental programs, both GOLD and non-GOLD. They trained other provincial government staff in social

marketing and communications planning, including the medical personnel of the Provincial Hospital. Because of the GOLD training, social marketing strategies became a major component of the Public Hospital Program of the Cotabato Health Services Development and Management Protocol. To change the attitude of patients, especially those who can afford to pay but had taken for granted that services in provincial hospitals were free, the Hospital Program designed and distributed leaflets and produced radio broadcasts on the Cotabato Government Hospitals Socialized Payment Scheme. Applying the social marketing framework, the Program sustained the use of these communication channels to send out thought-provoking and convincing banner messages that enjoined citizens to pay to contribute to the proper maintenance of the health system. As a result, revenues of the Cotabato provincial hospital increased from P796,716 in 1996 to P1,564,544 in 1997, one year after the implementation of revenue enhancement activities of which social marketing formed a significant part. More information on this is in the issue on *[“Generating Revenues from Local Government Hospitals” of the Local Governance Technical Notes 3, Local Health Management and Development, Public Hospitals.](#)*

To forge an alliance with various stakeholders to formulate and implement an integrated solid waste management plan, **General Santos City** launched simultaneous social marketing campaigns for waste segregating and recycling after undergoing GOLD training. **Dumaguete City** enforced an integrated solid waste management ordinance with the help of GOLD social marketing training and communication campaigns to promote waste segregation among public market vendors, establish materials recovery centers, and impose collection fees. More information on this is in the issue on *[“Moving Towards an Integrated Approach to Solid Waste Management” of the Local Governance Technical Notes 1-1999, Environmental Management, Integrated Solid Waste Management .](#)*

The Municipality of **Marilao**, Bulacan had 10,000 copies of a watercolor painting promoting partnership and social responsibility solid waste management printed and distributed as a wall calendar through funding from the provincial government, local business establishments, and a corporate foundation.

From May 2 to July 31, 2000, social marketing assistance was extended to the GOLD Development Investment Program in strengthening the project development capabilities of the **National Economic and Development Authority (NEDA) Project Development Assistance Centers (PDACs)** in **Regions X and XIII**, particularly in packaging LGU project development proposals to financing institutions. The assistance consisted of design and actual conduct of the PDACs' training in social marketing, and the holding of a Project Development Writeshop and Packaging Courses for LGUs. In preparation for the training, the Communications Unit reviewed reports submitted by participants on the profile of their target audience. During the workshops and writeshops, participants were guided to facilitate and enhance the preparation of their social marketing plans and related outputs. They were given specific recommendations on how to further improve the workshop design, session guide, workshop materials, and training templates of the social marketing module in accordance with the type of trainees. The training helped the PDACs in subsequently providing assistance to LGUs and guided the participating LGU staff members in preparing for resource mobilization activities related to project development studies.

The technical staff of the local governments of the Province of **Palawan** and the municipalities of **Taytay** and **Brooke's Point** together with representatives of their partner nongovernmental organizations were trained in social marketing. Selected development investments listed in the Investment Opportunities Map of Taytay and Brooke's Point were identified as "social products." A special feature of the training was a discussion on the use of radio broadcast facilities available in these localities. Pre-workshop outputs include the results of a preparatory survey conducted by the Palawan Investments Promotion and Business Action Center, a participant in the workshop. The survey identified radio prime and slack times, broadcast reach of local radio stations, and feedback mechanisms in place, which will be used as guide in the establishment of a radio program to promote the Investment Opportunities Map and the social products.